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# **BITS & PIECES**

A MONTHLY MIXTURE  
OF HORSE SENSE  
AND COMMON SENSE  
ABOUT WORKING  
WITH PEOPLE.

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Illustrations by Bill Lent

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Volume C

Number 12

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NOTHING IS QUITE so annoying as to have someone go right on talking when you're interrupting.

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*The most valuable gift you can give another is a good example.*

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A GOOD SUPERVISOR, they say, is someone who can step on your toes without messing up your shine.

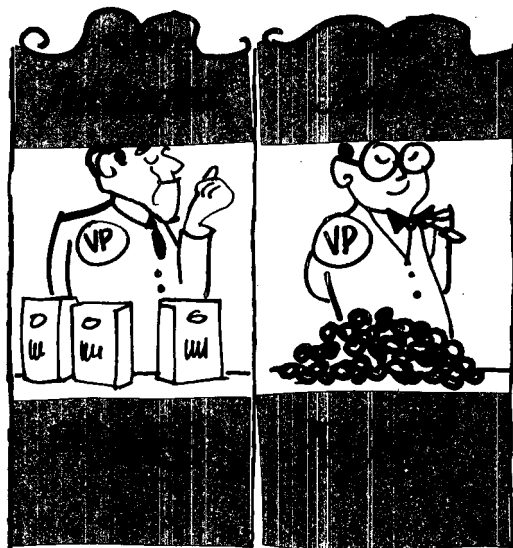
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A MAN WHO had just been promoted to vice-president boasted so much about it to his wife that she finally retorted: "Vice-presidents are a dime a dozen. Why, in the supermarket they even have a vice-president in charge of prunes."

Furious, the husband phoned the supermarket in the expectation of refuting his

wife. He asked to speak to the vice-president in charge of prunes.

"Which kind?" was the reply. "Packaged or bulk?"



There is little doubt that we are becoming highly specialized in almost every field of human endeavor. It is one of our strengths. Unfortunately, it's also one of our weaknesses.

People who devote their entire time and effort to one particular kind of problem develop special skills and knowledge which make them experts in that particular area. Without exposure to other concerns, however, they may also develop "tunnel vision." Tunnel vision, says *The Wall Street Journal*, prevents executives from seeing beyond the special problems of their own departments. It results in a "narrow, one-sided, inflexible view."

It's a common ailment—even among otherwise competent leaders. Most managers or supervisors get their start, of necessity, in one specialty or another. The tendency—at the bottom of the ladder—is for people to know more and more about less and less. Unfortunately, the more knowledgeable some individuals become in their own work, the more all-important it becomes, in their way of thinking, and less sensitive they are to the viewpoints of people in other departments.

How do managers widen their own viewpoints and those of the people under them? The best way is by recognizing the dangers

of “tunnel vision” and fighting against it from the very start. They use every possible contact to broaden their point of view and to understand the problems of the other departments and the business as a whole.

They don’t build fences around their own departments. They make an effort to understand the jobs of other executives and what *their* departments are trying to accomplish.

They don’t automatically take issue with everything others say, and act as if the work of others is in competition with their own. Nor do they respond in kind when the others do something shortsighted.

They also make a real effort to see where their activity fits in the overall picture. They know that many problems cut across organization lines—what’s best for their section or department may not always be what’s best for the company as a whole. They appreciate the difference between a department and company point of view.

You’ll seldom find them mistaking their corner of the office for the whole building.

A PSYCHOLOGY professor conducted an experiment to prove a point about work. He hired a man to hit a log with the reverse side of an ax. The man was told that he would be paid twice the amount he normally made. The fellow lasted half a day. He gave it up, explaining, "*I have to see the chips fly.*"

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AMERICA HAS become so tense and nervous it has been years since I've seen anyone asleep in church—and that is a sad situation.

NORMAN VINCENT PEALE

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*A company is known by the people it employs.*

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THERE ARE FEW, if any, jobs in which ability alone is sufficient. Needed also are loyalty, sincerity, enthusiasm, and cooperation.

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TWO CATERPILLARS were crawling across the grass when a butterfly flew over them. They looked up, and one nudged the other and said: "You couldn't get me up in one of those things for a million dollars!"

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**FIGHT ONE MORE** round. When your feet are so tired that you have to shuffle back to the center of the ring, fight one more round. When your arms are so tired that you can hardly lift your hands to come on guard, fight one more round. When your nose is bleeding and your eyes are black and you are so tired that you wish your opponent would crack you one on the jaw and put you to sleep, fight one more round—remembering that the man who always fights one more round is never whipped.

JAMES J. CORBETT

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**IF YOU EXPECT** perfection from people, your whole life is a series of disappointments, grumblings and complaints. If, on the contrary, you pitch your expectations low, taking folks as the inefficient creatures which they are, you are frequently surprised by having them perform better than you had hoped.

BRUCE BARTON

---

**THE PERSON WHO** gets ahead is the one who

does more than is necessary—and *keeps on doing it.*

---

A FEW MONTHS after moving to a small town a woman complained to a neighbor about the poor service at the local drugstore. She hoped the new acquaintance would repeat her complaint to the owner.



Next time she went to the drugstore, the druggist greeted her with a big smile, told her how happy he was to see her again. He said he hoped she liked their town and to please

let him know if there was anything he could do to help her and her husband get settled. He then filled her order promptly and efficiently.

Later the woman reported the miraculous change to her friend. "I suppose you told the druggist how poor I thought the service was?" she asked.

"Well, no," the woman said. "In fact—and I hope you don't mind—I told him you were amazed at the way he had built up this small town drugstore, and that you thought it was one of the best run drugstores you'd ever seen."

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SIGN IN A FACTORY supervisor's office: *Caution—be sure brain is engaged before putting mouth in gear.*

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KEEP ON GOING and the chances are you will stumble on something, perhaps when you are least expecting it. I have never heard of anyone stumbling on something sitting down.

CHARLES F. KETTERING

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IF YOU TELL a man there are 300 billion stars in the universe, he'll believe you. But if you tell him a bench has just been painted, he has to touch it to be sure.

---

*Be kind. Remember everyone you meet is fighting a hard battle.*

T.H. THOMPSON

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LEADERS HAVE two important characteristics: first, they are going somewhere; second, they are able to persuade other people to go with them.

---

A YOUNG WORKER who had been loafing for most of the past year approached an older man just before he was to be reviewed for a raise. "Do you think," he asked anxiously, "that if I really work hard for the next two weeks, I'll get a raise?"

"Son," the older worker replied, "you make me think of a thermometer in a cold room. You can make it register higher by holding your hand over it, but you won't be warming the room."

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NOTHING IS EASIER than fault-finding; no talent, no self-denial, no brains, no character are required to set up in the grumbling business.

ROBERT WEST

---

IN his book, *How to Win Friends and Influence People*, © Simon & Schuster, Inc., Dale Carnegie tells the story of a steel mill manager, under Charles Schwab, whose men weren't producing their quota of work.

"How is it," Schwab asked, "that a man as capable as you can't make this mill turn out what it should?"

"I don't know," the man replied, "I've coaxed the men; I've pushed them; I've sworn and cussed; I've threatened them with damnation and being fired. But nothing works. They just won't produce."

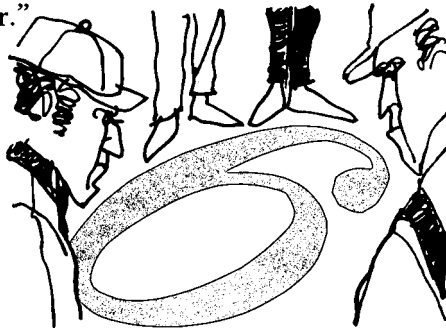
It happened to be the end of the day, just before the night shift came on.

"Give me a piece of chalk," Schwab said. Then, turning to the nearest man: "How many heats did your shift make today?"

"Six."

Without another word Schwab chalked a big figure six on the floor, and walked away.

When the night shift came in, they saw the "6" and asked what it meant. "The big boss was in here today," the day men said. "He asked us how many heats we made, and we told him six. He chalked it down on the floor."



The next morning Schwab walked through the mill again. The night shift had rubbed out "6" and replaced it with a big "7."

When the day shift reported for work the next morning, they saw a big "7" chalked on the floor. So the night shift thought they were better than the day shift, did they? Well, they would show the night shift a thing or two.

They pitched in with enthusiasm and when they quit that night, they left behind them an enormous, swaggering "10."

Shortly the mill, which had been lagging way behind in production, was turning out more work than any other mill in the plant.

"The way to get things done," said Schwab, "is to stimulate competition. I do not mean in a sordid, money-getting way, but in the desire to excel."

---

A GOOD BOSS is someone who takes a little more than his share of the blame and a little less than his share of the credit.

---

I'VE SEEN BOYS on my baseball team go into slumps and never come out of them, and I've seen others snap right out and come back better than ever. I guess more players lick themselves than are ever licked by an opposing team. The first thing any man has to know is how to handle himself.

CONNIE MACK

---

ANGER IS OFTEN more harmful than the injury that caused it.

When Leonardo da Vinci was working on his painting "The Last Supper," he became angry with a certain man. Losing his temper he lashed the other fellow with bitter words and threats. Returning to his canvas he attempted to work on the face of Jesus, but was unable to do so. He was so upset he could not compose himself for the painstaking work. Finally he put down his tools and sought out the man and asked his forgiveness. The man accepted his apology and Leonardo was able to return to his workshop and finish painting the face of Jesus.

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*You never get a second chance to make a good first impression.*

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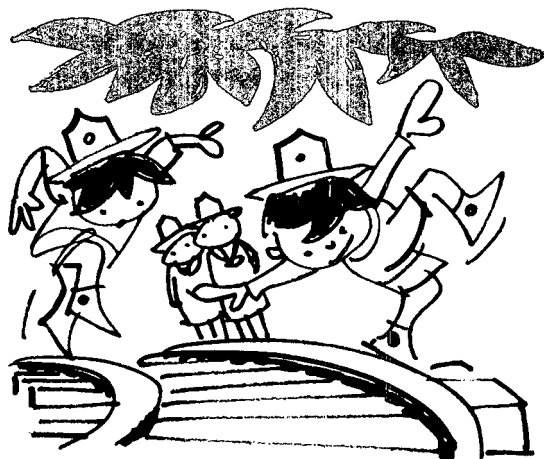
PEOPLE CAN BE divided into three groups: those who make things happen, those who watch things happen, and those who wonder what happened.

JOHN W. NEWBERN

---



**D**URING A HIKE in the woods a troop of boy scouts came across an abandoned section of railroad track. Each, in turn, tried walking the rails but eventually lost his balance and tumbled off.



Suddenly two of the boys, after considerable whispering, offered to bet that they could both walk the entire length of the track without falling off. Challenged to make good their boast, the two boys jumped up on opposite rails, extended a hand to balance

each other, and walked the entire section of track with no difficulty whatever.

There, in a nutshell, is the principle of modern business and community living. The day of the hermit and the lone wolf are gone forever. We do things better, we produce more, and we live better by helping each other. The fellow who lends a helping hand benefits himself at the same time as he helps the other fellow.

The reverse is also true. When we don't help each other, when we don't cooperate, the whole system starts to rattle and shake.

The difference between a good company and a poor one, an effective department and an inefficient one, is often reflected in the cooperation, or lack of it, among the people who work there. When people help each other, freely and voluntarily, there's a spirit of teamwork that makes a department or company really go—a pleasure to be associated with. When there's no cooperation—no spirit of the helping hand freely given—what might have been pleasant jobs become grudging chores.

Do you recall when Edmund Hillary and his native guide, Tenzing, made their historic climb of Mt. Everest? Coming down from the peak Hillary suddenly lost his footing. Tenzing held the line taut and kept them both from falling by digging his ax into the ice. Later Tenzing refused any special credit for saving Hillary's life; he considered it a routine part of the job. As he put it: "Mountain climbers always help each other."

Should the rest of us be any different?

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*People rarely succeed at anything unless they have fun doing it.*

---

THE GOAL OF criticism is to leave the person with the feeling that he or she has been helped.

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THE DEVELOPMENT OF a new product is a three step process: first, an American firm announces an invention; second, the Russians claim they made the same discovery twenty years ago; third, the Japanese start exporting it.

**S**OONER OR LATER, people, if they are wise, discover that business life is a mixture of good days and bad, victory and defeat, give and take. They learn that . . .

- it doesn't pay to be a sensitive soul—that they should let some things go over their heads.
- a person who loses his temper usually loses.
- everyone has burned toast for breakfast now and then, and that they shouldn't take the other person's grouch too seriously.
- carrying a chip on one's shoulder is the easiest way to get into a fight.
- it doesn't matter so much who gets the credit as long as the business shows a profit.
- buck-passing usually turns out to be a boomerang.
- it doesn't do any harm to smile and say "Good morning," even if it is raining.
- a lot of other people are as ambitious as they are, that others have brains that are as good or better, and that hard work and not cleverness is the secret of success.
- most bosses are not monsters trying to

get the last ounce of work out of them  
for the least amount of pay.  
—the gang is not any harder to get along  
with in one place than another, and that  
“getting along” depends about 98 per-  
cent on their own behavior.

---

*The best way to forget your own problems is  
to help someone else solve theirs.*

---

IT ISN'T THE incompetent who destroy an  
organization. The incompetent never get in a  
position to destroy it. It is those who have  
achieved something and want to rest upon  
their achievements who are forever clogging  
things up.

F. M. YOUNG

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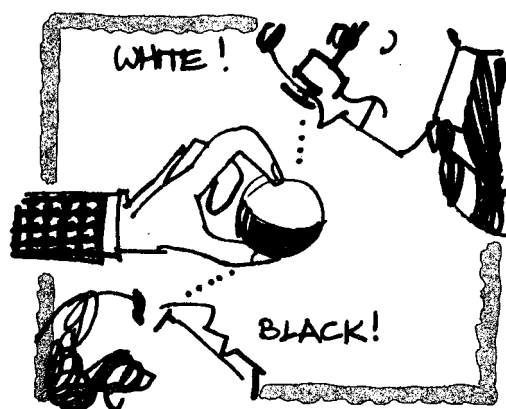
*Temper is what gets most of us into trouble.  
Pride is what keeps us there.*

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THE TROUBLE WITH people who talk too fast is  
that they often say something they haven't  
thought of yet.

---

**G**EORGE V. DENNY, JR., founder and moderator of the *Town Meeting of the Air* had a little ball that he liked to display when the question of differences between people came up for discussion. Grasping the ball tightly in his hand, he would ask, "What color is it?" The person questioned would take a quick look and answer: "Black."



Denny then shook his head. "The part I see is white." He would give the ball a turn—the other half was white.

"We could never agree on the color of this ball," he pointed out, "unless you knew my point of view, and unless I realized you were

looking at it from another point of view. Many disagreements could be settled if people would only look at both sides of the ball."

---

*Men do not stumble over mountains, but over molehills.*

CONFUCIUS

---

A SUBURBANITE PUT on a last-minute spurt of speed to catch his train—but missed it. A bystander remarked, "If you had just run a little faster you would have made it."

"No," the suburbanite replied, "it wasn't a case of running faster, but of starting sooner."

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*Cooperation is doing with a smile what you have to do anyway.*

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THIS COUNTRY is where it is today on account of the real common sense of the big normal majority.

WILL ROGERS

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LORD, WHEN we are wrong, make us willing to change. And when we are right, make us easy to live with.

PETER MARSHALL

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*A person is about as big as the things that make him angry.*

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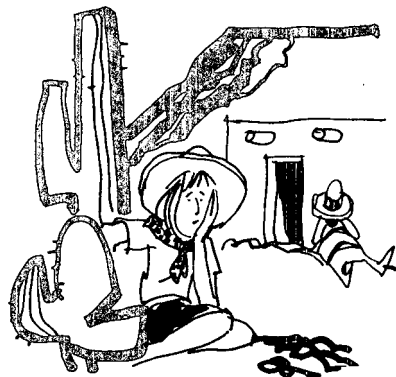
THERE IS very little difference in people, says Clement Stone, but that little difference makes a big difference. The little difference is attitude. The big difference is whether it is positive or negative.

Nowhere is this principle better illustrated than in the story of the young bride from the East who, during the last war, followed her husband to an Army camp on the edge of the desert in California. Living conditions were primitive at best, and he had advised against it, but she wanted to be with him.

The only housing they could find was a run-down shack near an Indian village. The heat was unbearable in the daytime—115 degrees in the shade. The wind blew con-



stantly, spreading dust and sand all over everything. The days were long and boring. Her only neighbors were the Indians, none of whom spoke English.



When her husband was ordered farther into the desert for two weeks of maneuvers, loneliness and the wretched living conditions got the best of her. She wrote to her mother that she was coming home—she just couldn't take any more. In a short time she received a reply which included these two lines:

*Two men looked out from prison bars,  
One saw mud, the other saw the stars.*

She read the lines over and over and began

to feel ashamed of herself. And she didn't really want to leave her husband. All right, she'd *look* for the stars.

In the following days she set out to make friends with the Indians. She asked them to teach her weaving and pottery. At first they were distant, but as soon as they sensed her interest was genuine they returned her friendship. She became fascinated with their culture, history—everything about them.

She began to study the desert as well, and soon it, too, changed from a desolate, forbidding place to a marvelous thing of beauty. She had her mother send her books. She studied the forms of the cacti, the yuccas and the Joshua trees. She collected seashells that had been left there millions of years ago when the sands had been an ocean floor. Later, she became such an expert on the area that she wrote a book about it.

What had changed? Not the desert; not the Indians. Simply by changing her own attitude she had transformed a miserable experience into a highly rewarding one.

A FELLOW WAS walking along the street one day with two small boys, each wailing loudly. A neighbor yelled to him, asking what was the matter. "What's wrong with the whole world," replied the man. "I've got three pieces of candy and each boy wants two!"

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WOULDN'T IT BE nice to be as sure of anything as some people are of everything?

---

THE SUCCESSFUL manager of men derives his satisfaction from achieving with people. He takes real pride in surrounding himself with strong people and in helping them achieve. He recognizes that in a world which is changing economically and socially and which is accumulating technical knowledge rapidly, he and his people are confronted with the need to cope skillfully with these changes. To keep his business competitive in an ever-changing society, he holds a very strategic position. Helping his people grow with the times is his opportunity and his challenge.

MACK T. HENDERSON

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Aug 80	Lipton	COMPT

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QUOTE OF THE QUARTER

Apr 76 Plan ahead . . . it wasn't raining when Noah built the Ark.  
General Features Corporation

Jul 76 All our actions should be regulated by one uniform Plan - and that Plan should have one object only in view, to wit, the good of the service. Where this is the case, although there may be a diversity of opinion, there can be no real obstruction. - I hope all of these little rubs will be done away by your prudent management.  
George Washington

Oct 76 . . . just as it is more exciting to build a new boat than to scrape away the barnacles year after year, there is a tendency to give higher priority to a new dramatic policy initiative than to consider the programs we already have to see how they can be improved- - to scrape away the "barnacles", that build up over time around almost program or agency.  
President Ford

(Memorandum for D/OMB dated July 24, 1976, that inaugurates the Presidential Management Initiatives program in the Federal Government.)

Jan 77 All is straightforward to him who can understand, all is plain to the man who has knowledge.  
Proverbs

Apr 77 Coming together is a beginning; keeping together is progress; working together is success.  
Henry Ford

Jul 77 A mind stretched by a new idea never returns to its original dimensions.

Oct 77 Today is not yesterday. We ourselves change. How then can our work and thoughts if they are always to be the fittest, continue always the same.  
Carlyle

- Jan 78 No way of thinking or doing, however ancient, can be trusted without proof.  
Henry David Thoreau, Walden
- Apr 78 I can say to you with real confidence that I doubt that anywhere else in the business world or in government will you find more dedicated, more capable public servants than in the CIA and the other associated intelligence organizations in our country. They have an admirable record, and with this I am confident we have the foundation on which to rebuild public confidence which is much deserved.  
Turner
- Jul 78 All human progress, like baseball, involves a certain amount of risk. You can't steal second while keeping one foot on first.
- Oct 78 Men do not stumble over mountains, but over molehills.  
Confucius
- Jan 79 Tell me and I'll forget.  
Show me and I may remember  
But involve me and I will understand  
OTR
- Apr 79 No quote
- Jul 79 The rung of a ladder was never meant to rest upon, but only to hold a man's foot long enough to enable him to put the other foot somewhat higher.  
Thomas Huxley
- Oct 79 You'll get no laurel crown for outrunning a burro.  
Martial
- Feb 80 What is now proved was once only imagined.  
William Blake



May 80    Laws should be like clothes.    They should be made to fit the  
             people they are meant to serve.

Clarence Darrow

Aug 80    Never ask of money spent  
             Where the spender thinks it went.  
             Nobody was ever meant  
             To remember or invent  
             What he did with every cent.

Robert Frost

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